Attachment

Proposed Senior Operations Course

I. SCOPE

The course will encompass all activities of the Clandestine Services with heavy emphasis on headquarters (Branch level and above) and field station management of resources - personnel, money and materiel. The course will be designed and presented to permit an in depth probe into current and vital CS problems and requirements through lively, objective and open discussion in a seminar environment to fulfill the following objectives:

A. To gain understanding of the vital operations management problems of the CS with emphasis on tradecraft and related technical procedures.

B. To gain understanding of contemporary domestic and foreign political, social, economic, scientific and psychological trends influencing operational and planning decisions at headquarters and overseas stations.

C. To gain an understanding and working knowledge of the Planning, Programming and Budgeting requirements and procedures as they relate to CS management decisions for both short and long range allocation funds, personnel and materiel.

D. To update the CS officers understanding of:

- 2 -

(1) the Intelligence Community and its interrelationship,

(2) the responsibilities of the various Agencies and

their respective roles in the decision making process

in support of U. S. Foreign Policy. Specific emphasis

will be placed on the role of Agency in shaping U. S.

policy, in particular the Intelligence Directorate.

E. To examine as an experienced body of assembled

senior CS officers CS activities, problems and require-

ments as requested by the DDP.

F. To afford the senior CS officer an opportunity

to inventory his own strengths, deficiencies and

capabilities as a manager of operations, assess his

growth potential in the presence of his contemporaries,

and provide a period in the career of a senior officer

during which he can reflect on past experiences,

broaden his outlook through a critical study of current

CS operational problems and improve his capability to

respond to new and additional responsibility and

challenges.

II. STRUCTURE OF THE COURSE

The course will be along Seminar lines to enable and

encourage maximum participation by both students and

instructors and to permit flexibility in handling of a

variety of both instructional techniques and course

substance. OTR experience in presenting the Senior Manage-

ment Grid Course has a related and immediate application to

- 3 -

presenting a course in operations management for senior CS officers. The training techniques, pace and general organization of the Senior Management Grid would lend class and seminar integrity, contribute to effective instructor-student communications and provide a vehicle for a lively and healthy participation by seminar teams and individual students. The primary instruction technique in the course will be the seminar group or team, meeting and working in response to lectures by instructors, senior Agency officials and distinguished speakers from the Intelligence Community. Classroom lectures will be complemented by required reading and research on specific subjects. In addition, the CS will insert into the course a variety of operational problems, current and past case histories and specific items of CS interest for discussion and resolution with a required feed-back to the DDP.

Each student will be required to prepare as a course requirement a paper of acceptable length and depth of content on an assigned operations topic bearing on a current CS problem or requirement having policy implications. This paper will be evaluated by the class and the instructor staff and if appropriate forwarded to the Senior CS Staff concerned for review and comment for submission to the DDP.

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- 4 -

III. LENGTH AND LOCATION

Pending final course design by OTR, 6 - 8 weeks will be required to fulfill training requirements. The course will be located at Headquarters and at [   ]   25X1A

IV. CAPACITY

25 - 30 students, Grade GS-14 and above with requisite Headquarters and field experience.

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